



U.S. Department of Justice
Community Relations Service

The Annual Report of the Community Relations Service

1989



Community Relations Service

Director

Deputy Director

Office of
Administration

Office of
Planning and
Evaluation

Office of
Technical Assistance
and Support

Office of
Immigration &
Refugee Affairs

Regional Offices

Boston
New York
Philadelphia
Atlanta
Chicago

Dallas
Kansas City
Denver
San Francisco
Seattle

The Annual Report of the Community Relations Service

1989

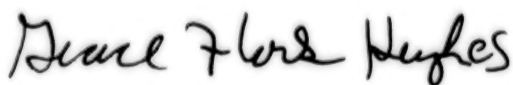


To the Senate and House of Representatives of the
United States of America in Congress Assembled:

I am transmitting a report on the activities of the Community Relations Service (CRS) of the U.S. Department of Justice for Fiscal Year 1989, as required by Section 100 of the Civil Rights Act of 1964 (P.L. 88-352) and by Reorganization Plan No. 1 of 1966, as revised by 28 CFR 0.30(b).

This report will provide insight into the Service's conciliation and mediation activities and immigration and refugee assistance program, so that Members of Congress may assess our performance in executing the CRS mandate.

Respectfully submitted,

A handwritten signature in cursive script that reads "Grace Flores Hughes".

Grace Flores Hughes
Director

Foreword



The Community Relations Service (CRS) is an important Agency of the Department of Justice, charged with resolving community disputes resulting from racial, ethnic, or national bias and assisting in immigration and refugee resettlement. It was my privilege to be sworn in as the fifth Director — and the first woman — to head CRS on July 11, 1988.

In my first months, a number of activities for revitalizing CRS and rebuilding morale were initiated. I began to visit each of CRS's regional and field offices to learn about CRS casework and respond to employee concerns. A team-building conference involving all of the Regional Directors and key Headquarters staff of CRS was held in September. As a result of this conference, an Agency plan of action was developed through consensus and adopted by me as a blueprint for future action.

Five CRS Task Forces were named to deal with staff development, performance workplans, conciliation and mediation practices, collaboration between the conflict resolution program and the Cuban-Haitian Entrant Program, and the Twenty-fifth Anniversary of CRS in 1989. Each task force covered an important area of CRS activity and included a cross section of employees.

CRS's ability to resolve disputes and reduce racial tension is as important today as it was when the Agency was created. There have been many positive changes in our country since the early years of CRS, but racial tension in housing projects and higher education, complaints of unfairness towards minorities in elementary and secondary education and police use of excessive and deadly force, and problems in minority recruitment and promotion remained salient issues in 1989.

Every area of CRS casework grew, but the greatest increases were experienced in the areas of higher education, and the KKK and other Hate Group cases. The number of cases which involved formal mediation more than tripled, continuing a recent trend. Mediation, including court-referred mediation, is being utilized as a more timely and responsive dispute resolution approach than litigation. The large increase in CRS's mediation cases reflects community willingness to establish long term solutions to problems.

Sincerely,

Grace Flores Hughes

Grace Flores Hughes

11

Executive Summary

Major CRS accomplishments included assisting in the formation of the Northwest and the Mountain States Coalitions Against Malicious Harassment to combat serious racial violence and address hate group activity. CRS also developed a model program for training public housing authority managers and tenant leaders in new ways to counter illegal drug activity in public housing projects.

CRS responded to increasing reports of racial incidents and requests for conciliation and mediation assistance in FY 1989:

- Alerts of alleged excessive use of force (EUF) by police officers increased 39 percent from FY 1988 to FY 1989;
- Alerts of racial incidents or problems on college and university campuses increased significantly between FY 1987 to FY 1989, while education alerts as a whole increased by 14 percent over the same period;
- Alerts classified as interracial conflict, a category which includes activity by groups such as the Ku Klux Klan and Skinheads, and anonymous hate activity, increased 31 percent between FY 1987 and FY 1989; and
- Alerts classified as community disorders, a category which includes riots and conflagrations, increased 44 percent between FY 1987 and FY 1989.

CRS provided primary and secondary resettlement services to 1,023 Mariel Cubans and Haitians. These services were substantially increased in FY 1989 due to higher Haitian migration.

In February 1989, as part of the Department of Justice's South Texas Enforcement Plan, CRS was authorized to provide emergency medical care, basic physical care, and maintenance services to illegal alien families entering the Rio Grande Valley of Texas. CRS provided services to 6,219 individuals from Nicaragua, El Salvador, Honduras, and Guatemala.

Contents

Transmittal Letter	i
Foreword	ii
Executive Summary	iii
CRS Mission and Structure	1
Mandate	1
Organizational Structure	1
Director's Office	1
Office of Planning and Evaluation	1
Office of Technical Assistance and Support	1
Office of Immigration and Refugee Affairs	1
Office of Administration	2
Regional Offices	2
Special Initiatives	2
Youth Gangs and Drugs	2
Expansion of Unaccompanied Minors Program	2
CRS/ORR Joint Initiative	2
Summary of Activities and Accomplishments	3
Conciliation and Mediation Workload	3
Prevention and Conciliation of Community Disputes	4
Administration of Justice	4
Education	6
General Community Relations	8
Reception, Processing and Care of Cuban and Haitians	10
Cuban/Haitian Entrant Program	11
Alien Family Shelter Care and Unaccompanied Minors Program	11
Management Improvements	13
Regional Highlights	13

CRS Mission and Structure

Mandate

The primary responsibility of the Community Relations Service (CRS) is set forth in Title X of the Civil Rights Act of 1964 (42 U.S.C. 2000g): "...to provide assistance to communities and persons therein in resolving disputes, disagreements, or difficulties relating to discriminatory practices based on race, color, or national origin..." As a non-enforcement, non-investigative agency within the Department of Justice, CRS concentrates on resolving or preventing interracial confrontation and hate violence; assisting local jurisdictions in responding to riots, demonstrations, or civil disorder; and assisting local law enforcement agencies in improving their service to and relations with minority communities.

Under this mandate the Agency provides direct conciliation or mediation assistance to communities to bring about peaceful, voluntary resolution of racial and ethnic conflict. This mission is carried out by mediation and conciliation specialists in ten Regional Offices. CRS responds to problems at the request of local officials or representatives of community organizations or upon its own volition, based upon independent reports of tension or conflict.



Joe Watkins, Associate Director of the White House Office of Public Liaison gives the main address at CRS' 25th Anniversary Banquet in Arlington, Virginia.

A second major CRS responsibility is to provide Cuban and Haitian entrants in detention or institutional care facilities with humanitarian assistance, placement, and resettlement services as authorized by Title V of the Refugee Education Assistance Act

of 1980 (8 U.S.C. 1522). These functions were transferred to the Department of Justice by Executive Order 12341 of January 21, 1982.

Organizational Structure

Office of the Director

The Office of the Director sets overall policies, procedures, and priorities. The Director develops and implements long range plans of the Agency and represents the Department in community relations matters with the Congress, the Executive Branch, and private and public agencies. The Office also coordinates Departmental efforts in community relations.

Office of Planning and Evaluation

The Office of Planning and Evaluation manages, coordinates, and implements all planning, budget, and program evaluation activities, and develops strategies for Agency growth and development. It measures Agency effectiveness, statistically analyzes casework, and evaluates programs. This Office maintains the Agency's case reporting and information systems.

Office of Technical Assistance and Support

The Office of Technical Assistance and Support coordinates all technical assistance programs which support the conflict resolution program. It provides ongoing review of field operations for the Director and coordinates activities of the Regional Offices. In addition, the Office manages the Agency's crisis command activities in responding to national crises.

Office of Immigration and Refugee Affairs

This Office oversees all CRS immigration and refugee activities, including administering the Cuban/Haitian Entrant Program (CHEP) which provides Cuban and Haitian entrants in detention or institutional care facilities with humanitarian assistance, placement, and resettlement services.

Office of Administration

The Office of Administration conducts all administrative activities, including personnel, space, procurement, staff development, and property

management. It provides direct liaison for all CRS components on matters of an administrative nature with administrative officials of the Department.

Regional Offices

The Regional Offices are responsible for provision of services within their geographic area. These

services include mediation, conciliation, and technical assistance to communities with problems and disputes based on race and ethnicity. The Offices also provide community relations technical assistance and support to CHEP activities within the region.

Special Initiatives

Youth Gangs and Drugs

The CRS program on youth gangs and drugs consisted of three complementary components:

- Regional casework, including work in police/community relations, creation and support of community coalitions, and conflict resolution in schools;



District 3 Police Officers from the District of Columbia Police Department talk with Hispanic students at the Third District Drug Conference cosponsored by the Community Relations Service and the District of Columbia Government.

- Collection, analysis, and dissemination of current information and program models to field staff in support of casework; and
- Cooperative efforts with other Federal Agencies, such as the Federal Bureau of Investigation, the Drug Enforcement Administration and the U.S. Department of Housing and Urban Development.

Expansion of Unaccompanied Minors Program

CRS expanded its alien minors program, which operates under a Memorandum of Agreement with

the Immigration and Naturalization Service (INS). The agreement ensures that alien children apprehended and detained by the INS are taken out of INS adult detention facilities and placed in safer and more suitable environments. In March and June of 1989, CRS opened two new facilities in Raymondville and Mission, Texas. More sophisticated and effective programs were designed to reunite unaccompanied minors with their families and to provide comprehensive support services. These services included foster care, education, recreation, counseling, and transitional education. CRS provided these services in compliance with existing state child welfare standards and regulations. Other sites include Miami, Florida, and Houston and Los Fresnos, Texas.

CRS/ORR Joint Initiative

This was the second year of an Interagency Agreement with the Office of Refugee Resettlement (ORR), Family Support Administration, U.S. Department of Health and Human Services. During



CRS Director Hughes and OTAS Administration of Justice Specialist James Davis talk with DC Official attending the conference.



Refugee conference participants heard workshop speakers on a number of issues, including the impact of the placement of youth in foster homes (Denver, CO).

1989, CRS convened 11 workshops around the Nation involving more than 1,000 individuals from over 50 jurisdictions.

Long term goals of the Interagency Agreement are to improve the safety and security of refugee communities and to ensure community stability as a means of fostering refugee economic self-sufficiency. Experience indicates that refugees are often the victims of racial violence committed by other residents of communities into which they have been resettled and of criminal acts by youths and gang organizations. The objective for each workshop, under the Agreement, is to establish working partnerships between local law enforcement agencies and the refugee communities they serve.

Specifically, the workshops provide:

- Cross cultural training for law enforcement participants;



Conciliator Silke Hansen addresses refugee conference participants during working session.

- Civil rights and responsibilities orientation for refugee communities;
- Sharing of information among enforcement agencies; and
- Opportunity to begin planning activities to encourage refugees to report crimes and to assist law enforcement officials to more effectively protect refugee communities.

Pursuant to these workshops, CRS provides follow up assistance to local jurisdictions as necessary.

Workshops were held in: Long Beach, California; Kansas City, Missouri; Seattle, Washington; Biloxi, Mississippi; Oakland, California; Denver, Colorado; Des Moines, Iowa; Edison, New Jersey; Houston and Palacios, Texas; and Nashville, Tennessee.

Summary of Activities and Accomplishments

Conciliation and Mediation Workload

The workload of the Prevention, Mediation, and Conciliation of Community Disputes component of CRS is currently measured through three principal activities: alerts filed, assessments processed, and cases conducted using conciliation or mediation processes.

An alert is filed when an identified dispute or conflict appears to meet the mandated criteria of race, color, or national origin. An assessment is conducted to confirm the initial information, to determine whether to intervene and, if so, how to proceed. The processes of conciliation (including

the facilitation of individual meetings, joint problem solving sessions, training, and technical assistance) assist disputing parties to clarify their concerns and to jointly and separately develop and implement ways to address those concerns or issues. Mediation is a more formal process which examines opposing views and aims for a signed written agreement with provision for monitoring and enforcement by the disputing parties.

During 1989, the number of alerts filed increased slightly over the 1988 level. This change reflects an increase in the number of racial and ethnic community disputes, conflicts, and difficulties and is indicative of demand for dispute resolution assistance.

The number of assessments and cases conducted, including conciliation and mediation activities,

decreased slightly from the 1988 level. However, the relative proportion of more complex mediation cases to total cases remained constant in 1988 and 1989.

Prevention and Conciliation of Community Disputes

During 1989, CRS adopted a management philosophy that placed greater emphasis upon case impact than upon case volume. That is, CRS sought to: (1) identify racial and ethnic disputes, conflicts and difficulties falling within its mandate; (2) systematically assess such disputes and identify those having the greatest community significance; and (3) dedicate its efforts to conciliation and mediation of those disputes upon which it could have the greatest possible effect.

Using these guidelines, CRS' conciliation and mediation activities addressed racial and ethnic disputes falling into three major categories: Administration of Justice, Education, and General Community Relations. The following chart reflects the distribution of CRS alerts in Fiscal Year 1989 across the three categories.

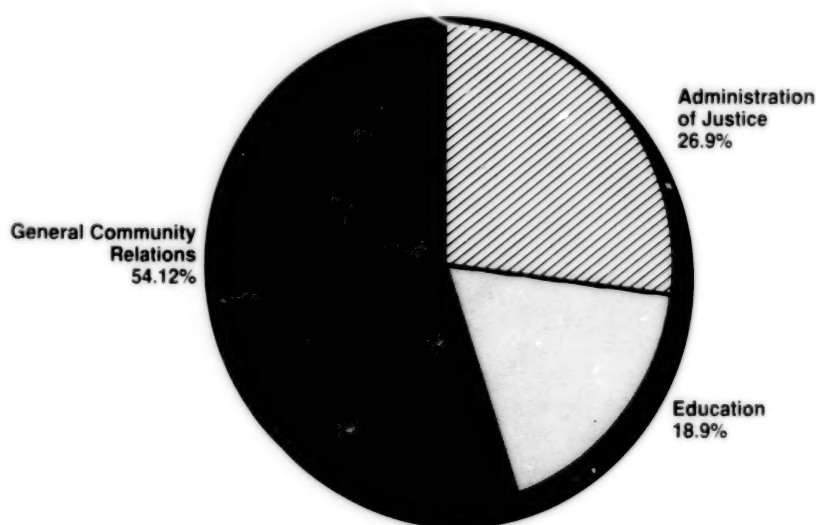
Administration of Justice

The Administration of Justice program is directed toward resolving and reducing the occurrence of conflicts arising from actual or perceived discrimination in the way law enforcement is administered in the United States. CRS places the greatest emphasis on relations between minority citizens and police because that is where the most chronic problems have occurred, often in the wake of actual or perceived police use of excessive force. Chart 2 shows a 39 percent increase in excessive use of force (EUF) alerts between Fiscal Years 1988 and 1989.



Lee Brown speaks with Portland, Oregon, city officials, police and community representatives about community-oriented policing as part of CRS' technical assistance. This meeting was requested by the Portland Chief of Police.

Chart 1
CRS Alerts - FY 1989



Case summaries for each category provide examples of the impact of CRS intervention.



Police quit Virginia Beach Labor Day 1989 Greek Fest revellers. Minorities alleged that they were harassed, and that minorities were made to feel unwelcome at Virginia Beach's Greek Fest. CRS immediately began contact with 1989 festival dates, helped minority businesses and other community organizations. Photo by David R. Hoverson and Virginia Beach Herald-Star, Norfolk, Virginia.

The following summaries are illustrative of case-work undertaken in the Administration of Justice program.

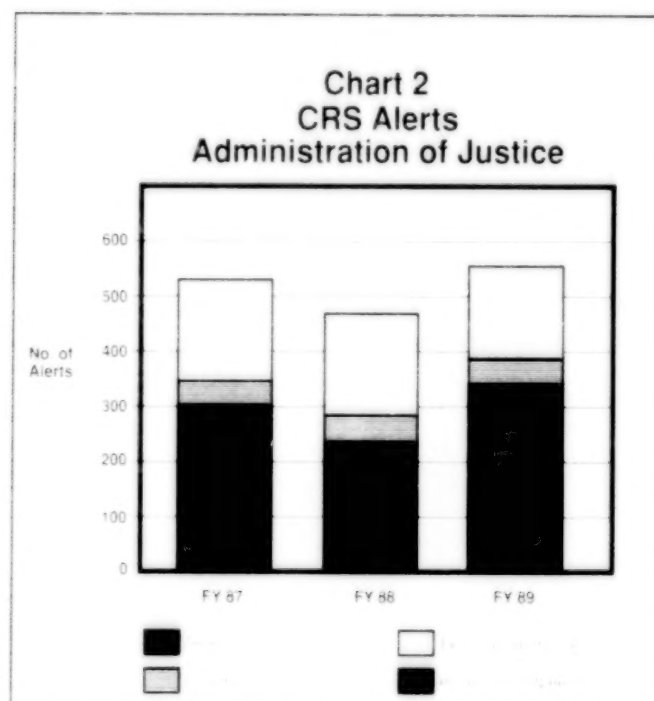
Orange, Texas

On February 10, 1989, a Black man suspected of being a drug dealer was shot and killed by the police after he allegedly lunged at an officer with a knife. The shooting occurred in a housing project rumored to be rampant with drugs and youth gang problems.

The Chief of Police contacted CRS after the NAACP and the Black community protested the shooting at a city council meeting. Black leaders were concerned about the deadly force used by the police as well as the lack of social services being offered the residents of the housing project. The residents believed the increased drug gang problems and the increased police presence created an unsafe environment.

CRS assisted city officials, including public housing authority and police department representatives, and community leaders to establish a multiservice youth center in the public housing project. The police department developed a police community relations program. A boarded up building within the housing project was identified as potential space for the youth center, and the Board of Directors for the Housing Authority approved the appropriate renovations. The City Council allocated funds for the establishment of a police substation within the

facility and four other service agencies, the Department of Human Services, the Council on Alcohol and Drug Abuse, the Orange County Independent School District and the Agency of Positive Education for Early Parents agreed to provide employment, mental health and drug abuse counseling, and tutorial services onsite.



CRS' intervention resulted in the easing of tension, opening of dialogue between the disputants, and the establishment of a facility which will benefit hundreds of residents of Orange, Texas, in years to come.

Wichita, Kansas

In April 1989, the Wichita Branch of the NAACP asked CRS to assist with the development of strategies to combat problems of drugs and gang violence in the Black community.

CRS, with the NAACP and other community groups, convened a public forum inviting residents from throughout the City of Wichita. As a result of the forum, a formidable cross section of community residents united as the Wichita, Kansas, Action Coalition to wage a war on drugs and crime.

Responding to the Action Coalition, the Mayor issued a Proclamation for the City of Wichita proclaiming Sunday, May 21, 1989, "A Drug Free Sunday." The Mayor's involvement provided visible support to the NAACP and the neighborhood groups, and educated citizens regarding the necessity of personal commitment to monitoring and reporting gang activity, drug use and sales to local law enforcement officials.

CRS' intervention established communication between minority residents and public officials and assisted a community and its leadership with the development of self-help strategies to combat drug/gang activity.

Texas Gulf Coast

During the mid-1980's, violent confrontations between White and Vietnamese fishermen working and living along the Texas Gulf Coast had gradually diminished, yet the underlying tension remained. In 1989, local, State, and Federal law enforcement and regulatory agencies were concerned that reported violations by Asian fishermen, such as the use of dynamite to catch fish or misuse of emergency radio communication channels, might spark renewed conflict. Changing requirements for the mandatory use of the turtle excluder device also raised the potential for conflict. The agencies felt that their enforcement activities were hampered by differences in customs, language and a lack of familiarity with the Asian leadership.

Under the joint CRS/Office of Refugee Resettlement initiative, CRS convened a series of problem-solving sessions, involving both the enforcement and regulatory agencies and Asian leaders, which identified common ground and catalyzed joint ac-

tivities. One result was a workshop in September 1989, involving Vietnamese leaders from the targeted Texas fishing communities of Rockport, Palacios, Seadrift, Galveston Bay, Port Arthur and western Louisiana, and representatives from the U.S. Coast Guard, National Marine Fisheries, Immigration and Naturalization Service, U.S. Customs, Federal Communications Commission, Texas Parks and Wildlife Department and marine agencies from Texas A&M University and from Louisiana State University.

As a result of this series of meetings, follow-on activities have begun, including hosting more locally focused workshops to involve rank-and-file fishermen and local enforcement agencies, and disseminating translated materials about each of the agencies to a wide network of Vietnamese fishermen along the Gulf Coast.



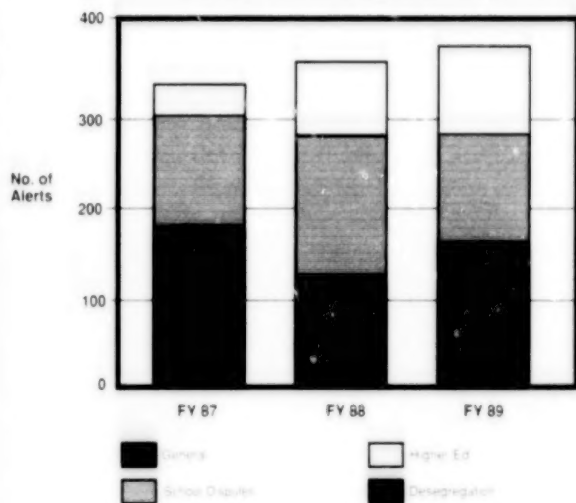
Three Jewish students demonstrating against anti-Semitic violence following an attack on three male Jewish students in front of the Hillel fraternity house across the street from Brooklyn College in New York City. There were several major campus demonstrations that were attended by CRS after the attack by a street gang.

Photo by The New York Post.

Education

The Education program addresses actual or perceived inequality of services to minorities and the occurrence of racial and ethnic conflict involving the Nation's education system — including elementary and secondary schools, colleges and universities. Chart 3 (next page) illustrates a gradual 14 percent increase in education alerts from Fiscal Year 1987 through Fiscal Year 1989. Alerts on college campuses increased significantly during the same period.

Chart 3
CRS Alerts Education



The following summaries are illustrative of case-work undertaken in the Education program.

St. Louis County, Missouri

Early in the 1989-90 school year, several fights occurred between Black and White students at Parkway South High School, in St. Louis County, Missouri. Racial fights between the students resulted in several small skirmishes and at least one brawl involving 20 students. These incidents prompted school officials to request CRS assistance. CRS met with school administrators, faculty and student leaders who agreed that alternative means of conflict resolution among students were needed. Working with a group of faculty, parents and students, CRS assisted in the creation of a student-based mediation/conflict resolution program. The CRS-trained Student Response Team (SRT) provides an immediate, student-based, conflict resolution alternative. The SRT is in full operation and has been credited with resolving several conflicts which might otherwise have become violent.

Lake Charles, Louisiana

A group of Black students at McNeese State University, Lake Charles, Louisiana, staged a demonstration to protest hate activities on campus. University police were unable to disband the demonstrators and called for assistance from local municipal police departments. Five students were taken into custody but were not detained. In November 1988, local and State NAACP leaders

contacted CRS for assistance. A CRS assessment identified a number of factors that led to racial tensions on campus. CRS worked with a special committee of students, staff and faculty which resulted in an April 1989 agreement. The school officials agreed:

- To develop procedures so that students who felt they had been victims of a racial incident could request investigation of the incident;
- To change the student code of conduct to define racially derogatory acts by organizations and penalties for such acts;
- To require all campus organizations to amend their bylaws to include a nondiscrimination clause as a condition of sponsorship;
- To require all organizations, faculty, and staff to participate in cross-cultural training;
- To require cross-cultural training as part of the Freshmen Orientation program; and
- To train the University Police Department in civil rights.

All of these measures have not only reduced racial tension on campus but have enhanced campus safety as well.

Washington, D.C.

Racial tensions were the cause of problems for students and school administrations on college campuses nationwide in Fiscal Year 1989. CRS intervened in several cases on college campuses (including alleged use of excessive force by college police against minority students, alleged cultural insensitivity, and alleged denials of freedom of speech) and assisted college officials to develop specific responses to these issues. CRS conceived the idea for a Presidents' Forum on Campus Racial and Ethnic Climate and invited three other organizations (the University of Maryland, Baltimore Campus; the American Association of State Colleges and Universities; and the National Institute Against Prejudice and Violence) to cosponsor the Forum. The Forum convened in October 1989. Topics included: understanding the context in which racial/ethnic comments, threats and violence are experienced; handling of racial incidents; protecting free speech on campus; and developing long term preventive strategies.

This Forum allowed several college and university presidents to meet and develop specific strategies to prevent, address and resolve racial/ethnic issues on campus.



CRS Education Specialist Barbara Greenberg made presentations at Encampment '89, a Native American Youth conference in Minneapolis, Minnesota.

Minneapolis, Minnesota

The American Indian Youth Services Program requested CRS guidance with a conference on Indian youth problems, including gangs and drugs and an increase in violent incidents between Indian and non-Indian youth. CRS met with conference planners and assisted in identifying problem areas which the conference planners might address. Based on CRS suggestions, the conference planners decided to cover effective programs for at-risk youth, drop out prevention, and the development of strategies and a plan of action to address Indian youth problems. The conference, held in August 1989, was attended by tribes from Minnesota, Wisconsin, and South Dakota. In addition to Indian leaders, and Indian youth from 11 tribes, educational leaders, police officials and political leaders were also in attendance. CRS staff provided information on successful programs responding to similar problems in other parts of the country.

General Community Relations

The General Community Relations program responds to other aspects of racial and ethnic conflict that disrupt communities, including interracial conflict and community disorder. Chart 4 illustrates the increase in incidents of interracial conflict, which includes organized hate activity, and community disorder.

Chart 4
Incidents of Interracial Conflict and
Community Disorder

	FY 87	FY 88	FY 89	% Increase 87-89
Interracial Conflict	304	338	397	31
Community Disorder	36	38	52	44

The following summaries are illustrative of casework undertaken in the General Community Relations program.

Los Angeles, California

The Community Relations Service proposed a project concept designed to reduce racial tension and violence between Korean merchants and their Black customers in South Central Los Angeles. The project would create a mechanism for handling customer complaints, provide customer relations training for merchants, and institutionalize a jointly sponsored mediation team for resolving conflicts that arise between store operators and customers.

During the summer of 1989, CRS worked closely with Korean and Black community leaders to identify appropriate cosponsor groups, develop the project concept into a funding proposal, convene various planning meetings and identify possible sources of funding.

The Korean American Grocer's Association and the California State Package Store and Tavern Association, a Black group, agreed to cosponsor the mediation project for their members and customers. An advisory group of corporate representatives has expressed interest in funding the proposal. CRS will assist Korean and Black community leaders to implement the project in 1990.

Oak Park, Illinois

In April 1989, the Village of Oak Park, Illinois, Board President and Attorney requested CRS assistance on alleged racial harassment of Black officers by White officers of the Oak Park Police Department. CRS had served in 1983 as a court-



Blacks and sympathetic Whites demonstrating against racial prejudice and violence in the Bensonhurst neighborhood of New York City after the killing of Yusef Hawkins by White youths. Photo by The New York Post

appointed mediator in a racial discrimination case brought by Black police officers against the Village.

CRS met with Black and White community representatives, local officials, the community relations board and the police department to identify specific issues, recommend administrative policies and training programs to improve race relations within the Oak Park Police Department. CRS also conducted an assessment of race relations within the Oak Park Police Department, assembled model reports by other police community relations task forces, and assisted in the preparation of the Oak Park Community Relations Task Force report to Oak Park's Village Council.

As a direct result of CRS assistance, the Village of Oak Park, the police department and the police community relations task force jointly took steps to ease racial tension.



Dr. Guadalupe Quintanilla, Assistant Vice President for Academic Affairs, University of Houston, speaks to a CRS-sponsored cross-cultural workshop for 200 employees of Illinois Bell Telephone Company.

Los Angeles, California

The Community Relations Service was contacted in March 1989 by the Chairman of the Gabrielinos, a Native American tribe in Southern California. The tribe opposed a proposed commercial development of Pulgas Canyon in the Los Angeles area. The Gabrielinos' opposition was based on their belief that Pulgas Canyon may have been the location of a village and ancestral burial site. CRS met with city officials, the developer and archaeologists in an attempt to resolve the conflicting opinions regarding the existence of Gabrielinos burial remains on the site.

CRS also arranged a meeting between a tribal representative and the developer's attorney to discuss their respective positions and to share information. A visit to the proposed site clarified a UCLA Archaeological Department report that the Pulgas Canyon was not likely to contain Native American remains. After the site visit, the Gabrielinos agreed that the archaeological report was probably correct and withdrew their complaint.

Through CRS assistance, the Gabrielinos tribe has been reassured that no burial sites are being violated and the developer's project is continuing with no Gabrielinos opposition.

Washington City, Louisiana

CRS was contacted by Black plaintiffs and their attorney in April 1989 to mediate a voting redistricting case filed in the U.S. District Court, Western District of Louisiana. CRS met with the opposing counsel for the City who agreed to a joint motion for the Judge to refer the case to CRS for mediation.

At issue was the failure of Washington City to redistrict in response to allegations by the Black community that they were underrepresented on the City Council. The Council consisted of five aldermen elected at-large. While the population of Washington City was 50 percent Black, there was only one Black alderman.

CRS worked with the parties to construct a survey which was used by the local community action agency to develop a demographic profile of the community. This profile was used to produce an acceptable configuration for drawing four single member districts. A corollary benefit of the survey was the purge of approximately 200 voters who had moved to the suburbs but whose names still remained on the voting rolls. Attorneys for both parties and the voter registrar are satisfied with the

final configuration which recommended four single member districts and a fifth representative elected at-large.

Washington City stands to benefit from CRS mediation through quicker resolution of the problem and the elimination of substantial litigative costs.

Northwest Region

In the wake of rising concern over malicious racial harassment and hate group activity in the Region, local task forces were formed with CRS assistance in 18 communities in Washington, Oregon and Idaho. The task forces were then brought together in four sessions to develop a multi-State mechanism to address their mutual concerns. The outgrowth of the sessions was the creation of the Northwest Coalition Against Malicious Harassment. CRS persuaded key persons and civil rights community organizations, law enforcement representatives and State and local officials to participate in the Coalition.

With assistance by CRS and the Governors of Idaho, Oregon and Washington, in November 1989 the Coalition provided training for 125 regional law enforcement personnel. The Coalition also published a newsletter linking 215 member organizations into a viable communication network and established a mechanism for the collection of hate crime statistics in the Region. The Coalition's legal incorporation papers, bylaws and methodology have been used by two other CRS Regional Offices in establishing the Mountain States Coalition in the Rocky Mountain Region and the Heartland Coalition in the Central Region.



Conciliator Henry Mitchum, center, mediated an agreement between minority community representatives, Black cable channel officials, and executives of Howard County (Maryland) Cable preserving minority programming on the cable network.

New England Region

In 1989, illegal drug activity became so pronounced in Connecticut urban public housing

developments that HUD and housing authority directors were concerned. As a result, HUD asked CRS to provide training for housing authority managers and tenant leaders on how to better cope with drug problems. CRS, with cooperation from the HUD Hartford Area Office, developed training on the Federal Racketeer Influenced and Corrupt Organizations (RICO) law and how it can affect public housing tenants when illegal drug activity is taking place in the development. CRS brought together Federal law enforcement agencies, the U.S. Attorney and local law enforcement personnel to clarify their respective roles in enforcing Federal law in public housing developments.

Through this training, affected parties learned about Federal asset seizure laws, housing authority nuisance laws, and tenant actions that can begin to rid neighborhoods of illegal drug activity. This process encourages tenant responsibility and cooperation with law enforcement agencies.

Based on the success of programs in Bridgeport, Hartford, Stamford, and New Haven, HUD invited CRS to train HUD Housing Management Specialists from around the country on replicating this project.

Reception, Processing and Care of Cubans and Haitians

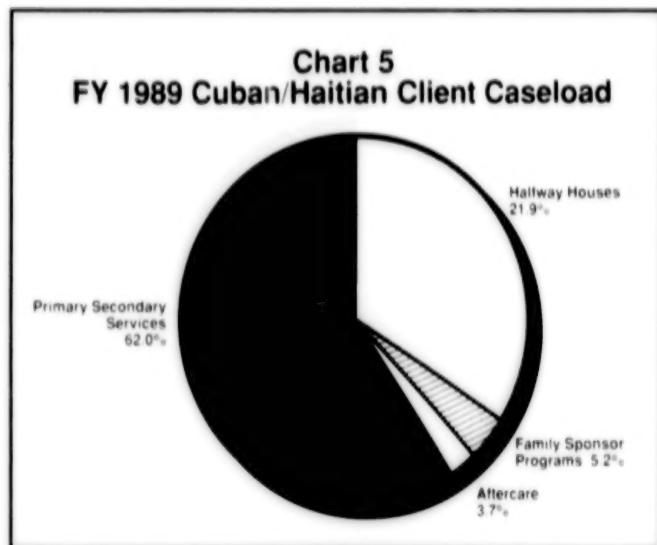
CRS' Office of Immigration and Refugee Affairs (IRA) has three principal functions:

1. To provide for the reception, processing and care of Cuban and Haitian entrants, as mandated under Title V, Section 501(c) of Public Law 96-422 (The Refugee Education Assistance Act of 1980);
2. To draw on its experience in the resettlement of Cuban and Haitian entrants in order to assist the Department and the Immigration and Naturalization Service (INS) in the provision of shelter care and other related services to alien families and unaccompanied minors; and
3. To draw on its experience in order to assist CRS' conciliators and mediators in immigration, entrant and refugee affairs programming.

IRA's activities are organized into two general programs: the Cuban/Haitian Entrant Program and the Unaccompanied Minors and Alien Family Shelter Program.

Cuban/Haitian Entrant Program

CRS' reception, processing and care of Cubans and Haitians consists of primary and secondary resettlement services, halfway house facilities and family sponsorship programs, and aftercare programs for Cuban entrants discharged from mental health treatment programs. Caseload distribution is shown in Chart 5.



CRS' primary resettlement program provides appropriate resettlement services to Cuban and Haitian entrants who are paroled by the INS from various Service Processing Centers for humanitarian reasons, under exclusionary bonds, or when minors are involved. CRS' secondary resettlement program provides assistance to Cuban and Haitian entrants living in South Florida whose initial resettlements did not lead to economic self-sufficiency.

CRS provided primary and secondary resettlement services to 1,023 persons. IRA's primary and secondary resettlement services were increased substantially due to Haitian migration to the United States, particularly South Florida, because of political turbulence in Haiti. In addition, the influx of Central Americans strained housing and employment in South Florida, causing an increased demand for CRS' secondary resettlement services.

Another component of CRS' processing and care function is its halfway house and family sponsorship programs for Mariel Cuban ex-offenders paroled for release by the INS from Federal detention facilities. CRS' halfway house system addresses the needs of the Mariel ex-offender population, while at the same time protecting the public safety.

CRS programs provide the following essential

services to Mariel Cubans: job development and placement assistance; group and individual counseling; acculturation; socialization skills; English-as-a-Second-Language (ESL); and long-term follow-up to ensure compliance with conditional parole requirements.

CRS outplaced 565 Mariel Cubans: 480 through its halfway house program and 85 through its family sponsorship program. The halfway house program serves Mariel Cubans with serious criminal records, lengthy periods of incarceration and limited job skills. Mariel Cubans with less serious criminal records, shorter periods of incarceration, and higher levels of social functioning and employment skills are eligible for CRS' Family Sponsorship Program.

Transitional community-based follow-up care was provided to 61 Cuban entrants discharged from mental health treatment programs administered by the Public Health Service (PHS). These follow-up services reduce the impact of this population on State and local health and mental health care services.

Through an Interagency Agreement with the Public Health Service (PHS), CRS funded medical and mental health care for Cubans at St. Elizabeth's Hospital, and community-based treatment facilities for Cubans and Haitians at the INS/Krome Service Processing Center in Miami, Florida. Medical and mental health services were provided to 3,848 individuals.

Alien Family Shelter Care and Unaccompanied Minors Program

Unaccompanied Minors

CRS has extensive experience in providing services to Cuban and Haitian minors apprehended by INS. Since 1986, under a Memorandum of Agreement with INS, CRS has provided similar services to other alien minors detained at the INS Krome Service Processing Center in Miami, Florida, and other INS detention facilities. CRS provided residential shelter care, health services, counseling, educational, recreation and family reunification services to over 2,200 unaccompanied alien minors through grants with voluntary agencies. These services are provided in compliance with existing State child welfare standards and regulations. CRS involvement ensures that alien children apprehended by INS are placed in safe and suitable environments.



CRS Director Hughes and INS Deputy Director Buck hold a joint press conference on the CRS/INS interagency agreement that gives CRS responsibility for the operation of the Family Refugee Shelter in Brownsville, Texas.

Alien Family Shelter Care

In late 1988, due to conditions in Central America, large numbers of undocumented aliens entered South Texas. In February 1989, as part of the Department of Justice's South Texas Enforcement Plan, the Office of the Associate Attorney General authorized CRS to provide emergency medical care, basic physical care and maintenance services to illegal alien families and unaccompanied minors entering the Rio Grande Valley of Texas.

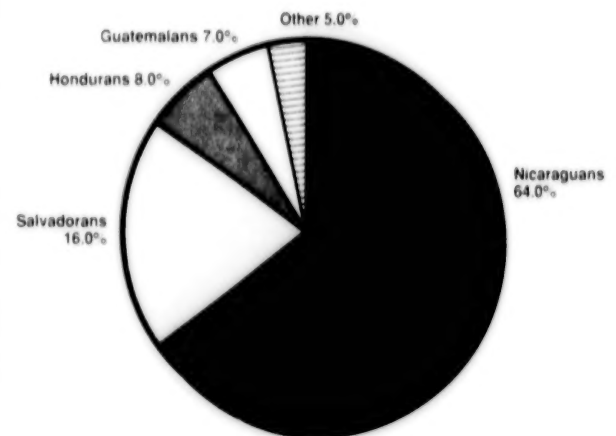


CRS Director Hughes met with Congressman Solomon Ortiz and the Mayors of Brownsville, Harlingen, and San Benito, Texas, when CRS was assigned responsibility for providing shelter and humanitarian assistance for Central American refugees in the Lower Rio Grande Valley of Texas.

This innovative public/private partnership between CRS and the American Red Cross (ARC) provided a unique opportunity for the Department of Justice to respond to complex legal and humanitarian issues associated with apprehending and processing undocumented alien families and children. CRS' program permitted the Department to pursue a vigorous and orderly process of adjudication, unimpeded by controversy and litigation arising from conditions of confinement.

CRS' two shelter complexes have the combined capacity of 915 residents. The average stay of shelter residents is approximately three weeks. From February, 1989 to September 30, 1989, CRS provided humanitarian services to 6,219 individuals. Shelter residents are individuals who are awaiting final determination under INS deportation proceedings and individuals awaiting action on asylum applications. Males comprised 52% of the population served; individuals under the age of 18 comprised 48%. Client population by nationality is reflected in Chart 6.

**Chart 6
FY 1989 Alien Shelter Care Program**



As the shelter administrator, CRS coordinated and facilitated communication and responsibilities among the parties involved in the day-to-day operation of the shelter: ARC, PHS and INS. CRS acted as a troubleshooter when problems arose among local jurisdictions, community groups and the shelter. As the shelter operator, ARC provided food, clothing, shelter and medical care. In addition to these basic needs, CRS provided educational, recreational and acculturation services to the shelter residents. On-site CRS personnel also acted as case workers for many of the minors and some of the adults at the shelter.

CRS and ARC mobilized a number of local and national voluntary agencies to provide additional services to the shelter residents. In addition to these voluntary services, over 150 local volunteers worked in the day-to-day operation of the shelter.

Management Improvements

CRS conducted a comprehensive review of key management and administrative areas to improve the Agency's operations. As a result, personnel, budget, planning and evaluation systems were strengthened. In addition, CRS convened four task forces to review everything from personnel actions to case reporting procedures. These task forces produced policy and management improvements in the Performance Work Recognition System, Staff Development, Integration of the Cuban Haitian

Entrant Program, and Conciliation and Mediation Case Practice.

A study to improve ADP systems integration was completed and provided an analysis of ADP resources, anticipated needs, and personnel skills. This analysis will guide management of ADP functions in the future.

Agency directives were either updated or newly developed to provide specific guidelines and monitoring mechanisms for such areas as: travel, use of GSA cars, travel fund advances, and compensatory time and overtime.

Regional Highlights

Region I — The New England Region

The New England Region has made progress in reducing excessive use of force complaints, police/community friction, and conflict associated with the twin problems of gangs and drugs. However, there remain vocal demands by the minority community for improved training for police in the areas of civil rights and race relations. Massachusetts's Black, Hispanic and Asian leaders in Massachusetts have focused special attention on inequities in the court system that include discrimination against minority attorneys, lack of adequate interpreters, and the absence of minorities in many of the professional positions.

The number of colleges and universities in New England which have experienced significant racial conflict increased. The problems include racial hostility and hate activity, such as: allegations of institutional racism, failure to hire minorities in administrative or faculty positions, and graffiti in public places.

Hate-inspired incidents appear to be growing, particularly in Massachusetts, where the Community Disorders Unit of the Boston Police Department has reported an increase in racial incidents. In addition, the Anti-Defamation League has reported a significant increase in anti-Semitic incidents this year in Massachusetts. Reports of discrimination and violence directed against the Asian community remained a significant concern level in New England.

Accomplishments of the New England Region during FY 1989 included the following:

- The Fourth Annual New England Education Conference on the theme of "A Community Approach," and a series of workshops throughout New England to improve police/community relations;
- A CRS-mediated agreement between HUD and the U.S. Attorney for Connecticut to address drug and gang activity in public housing both in Bridgeport and Hartford.
- Mediation agreements on three major discrimination suits: (1) Holyoke, Massachusetts, regarding the refusal of funeral homes to allow "wakes" for Hispanics; (2) Somerville, Massachusetts, concerning public housing; and (3) Falmouth, Massachusetts, regarding hiring practices; and
- Significant changes occurred in the municipal delivery to refugee communities in the cities of Quincy, Massachusetts, and Danbury, Connecticut, including 24 hour interpreter services for use by police and medical emergency staff and expansion of school curriculum and adult education classes to address refugee needs.

Region II — The Northeast Region

Region II staff worked on a number of high-profile community disputes, conflicts and disorders associated with race, color or national origin. Some of the more prominent cases include: the Central Park "wilding" incident in which a group of Black and Hispanic youths were accused of the rape and



New York Regional Director Patricia Glenn and Marilyn Quayle, wife of Vice President Dan Quayle, met in the Virgin Islands to discuss Hurricane Hugo damage and race relations problems after the Hurricane. Hurricane Hugo damage on St. Croix is illustrated below.



attempted murder of a White female jogger; the Yusef Hawkins death in which a group of White youths were accused of murdering young Mr. Hawkins solely because he was Black; the St. Regis Indian Reservation stand-off in which young Native Americans armed themselves and blocked access to the reservation in protest of a state police and FBI raid on a reservation gambling casino; and the rioting and protest that followed the deaths of minority citizens in Perth Amboy, Morristown and Vineland, New Jersey allegedly as a result of police misconduct.

CRS was cited in each instance by local officials and local residents for helping ease tensions, restoring civic order and improving inter-group and community relations.

Region II also provided orientation, training and guidance to local police agencies, other local government, schools, colleges and community officials and organizations on how to reduce and resolve racial conflict.

Region III — The Mid-Atlantic Region

Demand for CRS services increased during FY 1989, because the number of racial and ethnic conflicts and disputes in the Mid-Atlantic States rose significantly. Tensions were reported on college campuses, at secondary schools, on military installations, in corporate offices, in city halls, on public thoroughways and other locales. During the year, the Region responded to over 200 conflicts and disputes and more than 20 institutions of higher learning were assisted by Regional staff. Precipitating issues included: university expansion; faculty and administration hiring; appearance of controversial speakers; campus police practices; student altercations; formation of "White student unions;" protection of free speech and racial intimidation. A CRS-sponsored Presidents' Advisory forum in September 1989, brought together 35 campus chief executives to share and develop effective approaches and strategies.



CRS conciliators Henry Mitchum and Tom Battles on-site in Washington, D.C., for National Association for the Advancement of Color People's March on Washington on August 30, 1989.

A number of communities received requests from the Ku Klux Klan or similar groups to march or otherwise assemble. The Regional Office provided assistance to their officials, law enforcement personnel and community leaders to ensure violence-free events. CRS co-sponsored a Statewide conference entitled "Pennsylvania Responds to Hate,"

designed to give public officials and community leaders tools to combat increasing hate violence. In Philadelphia, CRS conducted a series of training programs in community-oriented policing for law enforcement assigned to a racially-tense neighborhood. In Washington, D.C., staff convened a conference of police, educators, community leaders and youth to consider ways to address the impact of drugs on Hispanic youth.

The Region continued its assistance to Washington, D.C. in the management of large scale demonstrations and rallies. Staff served as an important link between rally organizers and officials in planning and conducting the National March for Housing, the NAACP March on Washington and the Freedom Caravan.

During the year, the Region employed formal mediation for the resolution of a range of disputes, including a class action lawsuit brought by Black bank employees, a complaint over the discontinuance of Black-oriented programming on a cable television service, community protests over circumstances surrounding the hanging of a young Black man, petitioning of a State utility commission over Hispanic access to telephone services, concerns over the assignment of Black officials to college basketball games, a Federal lawsuit concerning school district services and staffing for Asian students with limited English proficiency, and conflict over the operations of a Head Start program.

The Region continued its support to school officials and national school groups in effective management of the potentially volatile circumstances surrounding the admission of pupils with HIV or AIDS. CRS contributed to the development of the National Association of School Boards of Education publication entitled *Someone at School Has AIDS: A Guide to Developing Policies for Students And Staff Members Who Are Infected with HIV*.

Region IV — The Southeast Region

The Region has experienced progress in civil rights and racial/ethnic relations. However, problems of race remain because of the different perspectives held by the White majority and Black minority on the extent of that progress. The differing perspectives caused tensions to heighten and generated conflicts involving education, excessive use of force, and general community relations.

Racial conflicts increased on the college and university campuses, hate group activities, secondary schools and in police/community relations, as did incidents of hate group activity. Compounding these established problems were relatively new and more complex issues, such as drug use and increased gang activities.

Miami experienced another outbreak of violence in January 1989, with its fourth major civil disorder



Thousands of non-Native Americans gathered to protest Chippewa spear fishing in Northern Wisconsin. Two principal organizations were largely responsible for the protests: Protect American Rights and Resources (PARR) and Stop Treaty Abuses (STA).

Photo courtesy of The Daily News, Rhinelander, Wisconsin



Non-Native Americans protest the Chippewa spear fishing in Northern Wisconsin.
Photo courtesy of The Daily News, Rhinelander, Wisconsin

of a large magnitude during the decade of the 80's. The disorder, sparked by the killing of a Black motorcycle driver (and the subsequent death of his passenger) by an Hispanic police officer resulted in a full-scale riot which took several lives and caused considerable property damage. CRS intervention took the following forms:

- Meetings with an Independent Review Panel established by the City Commission which resulted in recommendations regarding: hiring procedures to eliminate the perception of preferential treatment for Hispanic polygraph examiners; City of Miami Police Department delegation of authority practices; and reporting procedures for the Office of Professional Compliance;
- Coordination of efforts with Federal agencies to reduce and study community tensions: briefed local officials and community leaders with the U.S. Attorney on the status of Federal actions in response to the riot; facilitated public hearings sponsored in February 1989 by the U.S. Commission on Civil Rights; and explored with key Black community leaders and INS officials the feasibility of establishing a job information network in the riot area of Overtown similar to other INS programs established after the enactment of IRCA; and
- Consultations with local officials on contingency planning to ensure a peaceful march of 1,000 individuals on City Hall in February 1989, and on assessing community tensions and on preparing for reactions to the trial and sentencing of the Hispanic officer involved in the January shooting incident.

The Region sponsored conferences targeting conflict on campus, presented workshops between the police and refugee groups (especially from Southeast Asia) and conducted training sessions with police departments on how to police minority communities in such a way as to prevent conflict and safeguard individual rights.

Region V — The Midwest Region

Increasingly, the Midwest Region has been called upon to respond to racial conflicts with drug overtones. Region V has cosponsored a series of drug detection and prevention workshops in Rochester, Minnesota; Columbus, Ohio; and Danville, Illinois. Advances were made in reducing tensions emanating from spear fishing by Native Americans in Wisconsin when CRS negotiated an agreement between the State of Wisconsin and the impacted tribes. Additionally, some progress was made in reducing tensions occasioned by IRCA. In Chicago, Region V conducted a series of workshops in communities that were heavily impacted by the passage of IRCA.

Region V continued conciliation and mediation efforts on alleged excessive force by police, hate violence, cultural differences, equal opportunity and student unrest on college and university campuses.

Region VI — The Southwest Region

The most urgent issues that Region VI staff addressed included: administration of justice disputes; incidents of hate activity; racial strife on higher education campuses; and drug trafficking. During the year, 35 percent of available staff time was devoted to resolving disputes concerning the administration of justice. Most of the complaints received concerned excessive use of force, selective enforcement, lack of enforcement and lack of redress of complaints made by citizens against police personnel.

In Oklahoma, reported incidents of hate activity increased significantly. At CRS' suggestion, the Attorney General for the State of Oklahoma convened a meeting of CRS, State and local law enforcement and government officials to outline the roles and list the initiatives that these entities should take in order to control hate activities. CRS provided assistance and support.

Responding to racial strife at universities in Texas and Louisiana, CRS recommended resolution plans that had been successful on other campuses. Drug trafficking is also a major issue because of the

Regional geography. Region VI efforts sought to reduce youth consumption of drugs in communities in Louisiana, Texas and Oklahoma, through two Anti-Drug Youth Centers and Adopt-A-Neighborhood partnerships. These programs have captured the attention of local law enforcement and government officials, and are expected to be more widely adopted in 1990.

Region VII — The Central Region

The Central Region has increasingly been called upon to respond to hate crime incidents directed at racial, ethnic and religious minorities. CRS assisted the city of St. Louis and a coalition of minority citizens to develop a Bias Crime Ordinance designed to stop vandalism and violence against persons because of their race, religion, ethnicity or sexual preference. Additionally, the Region continued to work with the U.S. Attorney for the Western District of Missouri, local and Federal law enforcement officials and the Mayor's Commission on Hate Group Activities, to develop a mechanism for the reporting and collection of bias crime incidents.

The Region continued to respond to campus unrest in both secondary and post secondary schools and colleges and universities. A mediation agreement was achieved at Northwest Missouri State University in response to Ku Klux Klan activities at the school. Five Student Response Teams (SRT) were established in the Region in response to inter-racial confrontations. There was an increase in gang and drug problems in St. Louis, Missouri; Wichita, Kansas; Omaha, Nebraska; Des Moines, Iowa; Columbia, Missouri; and the Kansas City, Missouri, Metro area and other cities in the Region.

The Central Region also responded to allegations of police use of excessive force, harassment and perceived inequities in police employment. The Region conducted an intensive review of the Des Moines, Iowa, Police Department at the request of the city manager and chief of police. The written report contained specific recommendations, many of which were implemented. Under the CRS/ORR Joint Initiative, two conferences were convened in Kansas City, Missouri and Des Moines, Iowa, to strengthen relationships between Southeast Asian Refugees and law enforcement agencies.

Region VIII — The Rocky Mountain Region

The Rocky Mountain Region used mediation as a training tool to help communities resolve conflict in 1989. In the Denver area, the number of youths in gangs grew from 450 to 1,500. Twenty volunteer community organizations have formed in the last 18 months to eradicate drugs and crime in their neighborhoods. The Regional office trained three middle schools in peer mediation to address gang and drug problems. CRS similarly trained senior citizens who felt that they could settle youth conflict situations, in schools and neighborhoods-particularly housing projects. The Regional Office also trained juvenile probation officers and board members, and volunteers of the Longmont, Colorado, Human Relations Commission (HRC).



Art Montoya discusses refugee problems with Denver Police Officers attending the joint CRS/ORR Refugee Conference in Denver.

CRS mediation skills also played a major role in Sterling, Colorado, when fights broke out between Black students and local White non-students. CRS mediated an agreement between parents of Black students and college administrators that resulted in programs with greater awareness of Black students' needs and hiring a Black counselor to coordinate the new activities. Through CRS efforts, a Black alumni group was organized to help the college administration and the students.

In the San Luis Valley of Colorado, Federal and State law enforcement officers arrested more than 50 persons, mostly Hispanic, on poaching charges. Hispanic leaders alleged discriminatory practices and overzealousness by law enforcement officers during the raid. They contended that poaching was necessary to provide food for their families. U.S. wildlife officials, however, stated that those arrested had sold illegal game to an undercover agent over a two-year period. After numerous meetings, CRS

CRS assisted the State wildlife officials and the local county commissioners to sign a contract in which a grant was provided to the local sheriff's department to hire two bilingual officers, who will spend half of their time on wildlife activities.

To combat increasing incidents of racial harassment, Regional staff assisted law enforcement, clergy, judicial and human rights leaders to create the Mountain States Coalition Against Malicious Harassment. The Coalition will act as the catalyst for seminars to train law enforcement officers on the nature of hate crimes, and how to compile statistics on bias crimes. The Coalition also will increase public awareness of hate groups and their activities.

CRS combined efforts with the Mountain States Anti-Defamation League (ADL) to train more than 100 law enforcement officers from Wyoming to Utah on supremacist groups and bias crimes. Officials in Evanston, Wyoming, requested the training after supremacist groups announced that they supported the Pace Amendment, for a "White only" community, and were making Evanston their headquarters.

Region IX — The Western Region

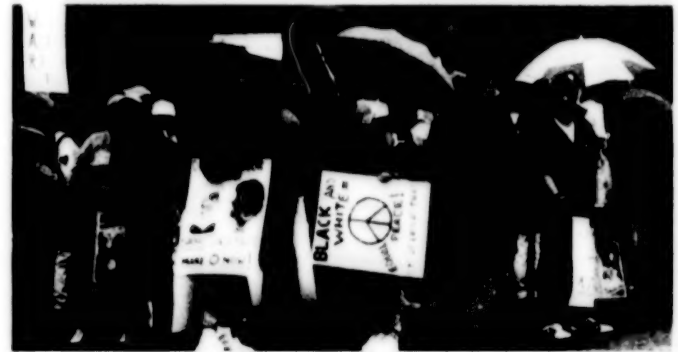
Racial conflict increased on both college and secondary school campuses in the Region. Minority student activity increased on college campuses in response to hate incidents and a perceived lack of institutional response. In secondary schools, the Student Problem Identification/Resolution program, a joint problem solving approach, was successfully used by multiracial CRS team in Los Angeles, Stockton, and Berkeley, California; and Las Vegas, Nevada. The Los Angeles School District is implementing the approach District-wide.

In Northern California, CRS had received a number of complaints from small Native American communities (rancherias) regarding alleged police excessive use of force. CRS successfully mediated agreements in four counties between Native American leaders and police. The Region also mediated disputes over Native American burial sites across the State.

Los Angeles gangs are reportedly expanding their markets around the Region and across the country. An increasing number of Regional cases involved assisting minority communities and police departments in crime prevention efforts.

In response to tensions and conflicts between Korean small business owners and their Black cus-

tomers, CRS facilitated meetings between the Korean-American Grocers Association and the California State Package Store and Tavern Association, a Black group. As a result of these meetings, the two groups agreed to cosponsor a mediation project in Los Angeles for their members and customers. The project will continue into 1990.



CRS was onsite conciliating between protestors and racially-motivated skinheads gathered in Napa, California, for an event billed as an "Aryan Woodstock." The small numbers of skinheads that attended the event, good law enforcement planning and coordination, and inclement weather lowered racial tension and prevented the outbreak of violence.

Photos by the Napa (California) Register



As part of the CRS/ORR Joint Initiative, there are now seven Asian Advisory Councils to police departments in California based on CRS' Oakland model. The Councils are succeeding with conflict resolution teams, unifying new and older Asian communities and maintaining communication between police and Asian residents.

Region X — The Northwest Region

The Northwest Regional Office provided mediation and conciliation services and continued to assist legislators in strengthening laws against racial bias and hate/violence. The Region also has helped introduce the concept of community-oriented policing to law enforcement agencies regionwide. The Regional Office developed and cosponsored several important regional conferences designed to assist decision-makers and authorities to provide services to the citizens of the Northwest.



Conciliator Robert Hughes from the Seattle Regional Office conciliates with skinheads commemorating the death of a leader on Whidbey Island in the Puget Sound near Seattle to prevent a clash with hundreds of counter-demonstrators gathered at a nearby site to protest the presence of the skinheads.

Photo courtesy of Craig Fujii

The Washington State Minority and Justice Task Force is a unique body created by the Washington State Legislature to determine whether there is a perception that racial bias exists in State courts, and, if so, to develop recommendations for implementing reform and to conduct attitude awareness training for judges and legal professionals. A pivotal finding of the Task Force was that limited-English speakers are often denied equal protection under the law. Upon the request of the Task Force, CRS addressed several local bar associations on the State law and constitutional issues which apply, and provided guidance on the selection and use of competent interpreters for court proceedings.

Since November 1988, CRS provided technical assistance to Pierce County's Safe Streets campaign in the State of Washington. The program was designed as a comprehensive community-wide effort to stop illegal drug dealing and gang violence. Participants included community leaders, law enforcement officials, judicial staff, county and city prosecutors, elected officials, school administrators, and representatives of youth associations and community organizations. Initially 1,600 citizens came together to consider how they could join the effort to fight drugs and gangs. During the 9 week period that followed, more than 7,000 people took part in the Safe Streets planning process. The program had three strategies: interdiction; community mobilization; and prevention/treatment.

In Portland, Oregon, the city government embraced the philosophy of community-oriented policing, under which the police and the community share the responsibility to work together for a better community. CRS staff assisted in the plan development and implementation, facilitating minority input and improving service delivery to minorities.

The Regional Office was instrumental in developing and conducting a consultation for 125 law enforcement and intelligence officers from Washington, Oregon and Idaho, on October 31 and November 1, 1988. The consultation was cosponsored by the Governors of the three States.

CRS recruited and facilitated an expert panel for an administrative workshop on Conflict Prevention and Management for 130 Portland, Oregon, principals and vice principals. The focus of the conference was management of gang conflict in schools. The conference resulted in improved community-school communication and initial development of an emergency procedures handbook which will include conflict management and crisis response strategies.

CRS and the Washington State Criminal Justice Training Commission developed the Community Police Partnership Program. The joint venture included an assessment of successful Community-Police Partnerships throughout the United States to identify an appropriate model for the State of Washington. CRS drafted a Police Planning Initiative, involving law enforcement and community representatives from all over the State.

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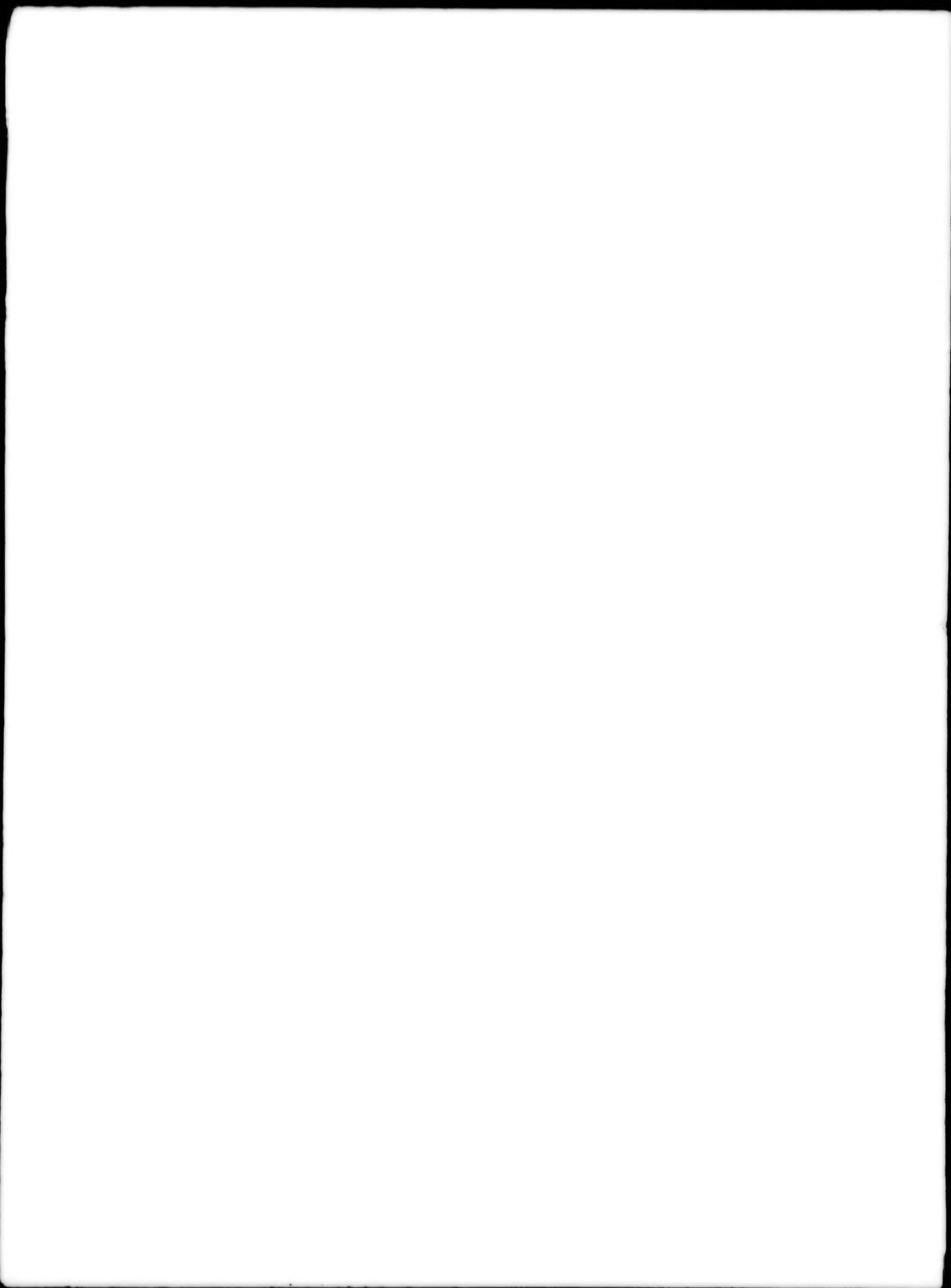
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